

4-23-92
12.3.8 v.6

ASH GROVE CEMENT COMPANY

Inter-Office Memorandum

Date April 23, 1992

To Steve Sheridan

From Ken Rone

Copies to Jim Post

F → Progress Report for Two
Week Period Ending 4/16/92

George Wells

Michelle Canalla began work as our second Office Coordinator. We are pleased to have Michelle as our newest team member. Darren Depew and John Lee also joined as Tech Specialist and I/E Specialist respectively after a long and careful selection process.

Finally, Luis Hernandez came on as a Production Assistant. Luis has had a long association with us working as a laborer, hired thru a temporary agency. He has earned his spot on the permanent roster thru his hard work and reliability. Our employment is at 67.

A weekly staff meeting was begun (Monday @ 10:00) plus scheduled half hour one-on-ones with staff members. The object is to better document plant decisions and improve communications.

Human Resource activity shifted gears as Rosemarie began a period of personal leave, while we finished recruiting and interviewing for Quality Assistants and Equipment Operators. Shift assignments were made for all Production Control and Production Supervisor positions. Training of PC's, PS's, Tech Specialists and Mechanical Specialists continued.

I met with a management consultant who will submit a bid for training our management team in a focused management and supervisory philosophy. We feel we need to agree on an "Ash Grove way" and teach this to our diverse group of new and old supervisors and managers. I will be seeking your input on this costly but important plank to our "party platform".

Ben visited Tacoma Lime to observe the stiff leg crane used to load their FEL onto the Seaspan barges.

Arrangements were made thru Seaspan and LaFarge to deliver 16,000 tons of chemical grade limestone from Holnam's Beal Cove quarry in an effort to "sweeten" the high SO₃ rock. We have 20,000 tons of 0.3 SO₃ rock on hand, which has been determined to be unsuitable for start-up. Hans has estimated a SO₃ limit of 0.13% to remain below our permitted emission limit. The first delivery should be made 4/23.

The new 988 loader was delivered. The next day information from Seaspan indicated that the loader may be too big to be accommodated by the barge. We have pulled the key until their naval architects can evaluate the suitability of the machine. SMG independently expressed concern the next day, stating that the lifting structure they designed needed structural modification for such a load.

USEPA SF



1261826

AGC2H000973

April 23, 1992
K RONE

PROGRESS REPORT
SEATTLE TERMINAL

PAGE 2

Seaspan representatives visited to inspect the new mooring modifications and review the barge delivery schedule.

Steve Rinella visited to discuss problems encountered in the final configuration of the Limestone Dock. He submitted suggested corrections to better secure the fender tires, stabilize the mooring dolphins and improved operation of the cable winches. One of the corrections was quoted by Baugh at \$4000. To Baugh's astonishment we opted to perform the work ourselves at substantial savings.

Baugh escorted a reporter from the Daily Journal of Commerce thru our new construction. They popped in for a few questions of me. The subsequent article was distributed for your review.

Rodents have damaged some of the new plant wiring. Rodents are a recent addition to our plant menagerie. We believe they have come in for the food left around the site by the lunching workmen. Ben is investigating an extermination service. After the work crews leave, the site should return to it's original status as a Rodent Free Zone.

I attended the Plant Managers Meeting at your office. Thanks for this opportunity to discuss the new organization. The Project Progress Meeting was held. I completed the Stoneway concrete reconciliation (we have yet to exceed 25,000 yds).

Nate held a meeting with PSAPCA and Fuller to review the Continuous Emission Monitor report format, PSAPCA's expectations concerning start-up, AGC's questions regarding stack testing and Fuller's questions regarding the CEM Q/C, Q/A manual. The meeting was also intended serve as a forum to introduce out stack test contractor and allow them to ask specific questions. The contractor did not show and we will take this \$7500 contract to another firm, better able to convince us of their desire to keep us as a customer.

The Storm Sewer project was put on line. We will fill the pond next week. A right-of-way was cleared for the new underground convey line from the Group 1 silos. Work should begin next week. There was no progress on the Cyclonaire project.

Lonestar received a shipload of Japanese cement from the Onada Tsuimi plant on the Southern Larch. The Cyclonaire unloader appears to be working very well, as the ship rises above her plimsoll line in an impressive manner.

Gas meter installation is complete. 99% completion was achieved on the Limestone Dock and Cement Wharf. Only punch list items remain. Reintjes, the refractory contractor, is back on site to complete the burner pipe and feed throat refractory. Ductwork and pan conveyor installations continued on the G-cooler. The Coal Mill insulation continued. The new parking lot was opened, the balance of the plant paving was completed and the final touches are being put on the drainage configuration. Electrical work and final pipe fitting assignments are gradually winding down. All conveyor systems are complete except for electrical on a few of them. Acceptance tours were made of the burner building, substations, transfer towers and conveyors and Loesche Mill buildings.

Next week we will welcome in the three new Q/A's, attend the WISHA appeal hearing, prepare to receive the first barge of chemical stone, await the outcome of the Seaspan 988 evaluation, continue the simulator training for the P/C's and the Fuller training for the mechanical group. The pond will be filled and landscaping will take place around the office. We will have a start-up meeting with Fuller, as their commissioning engineer will have arrived. Sorry for the lateness of this report, it has just been awfully busy.



AGC2H000974